	Type	L #	Hits	Search Text	DBs	Time Stamp
1	BRS	L1	14	(inventory or database) and ((travel or vacation) near5 package)	EPO; JPO; DERWENT	2004/06/10 14:43

Considered af (handwritten)

	Type	L #	Hits	Search Text	DBs	Time Stamp
1	IS&R	L1	4	(("5570283") or ("5832454") or ("6018715") or ("6119094")).PN.	USPAT	2004/06/10 14:09
2	IS&R	L2	186	(705/5).CCLS.	USPAT	2004/06/10 13:44
3	IS&R	L3	90	(705/6).CCLS.	USPAT	2004/06/10 13:44
4	BRS	L6	136	2 not 3	USPAT	2004/06/10 13:45
5	BRS	L7	91	(inventory or database) and ((travel or vacation) near5 package)	USPAT	2004/06/10 14:11
6	BRS	L8	11	(3 or 6) and 7	USPAT	2004/06/10 14:12

Consrated
all

Status: Path 1 of [Dialog Information Services via Modem]

Status: Initializing TCP/IP using (UseTelnetProto 1 ServiceID pto-dialog)
Trying 31060000009999...Open

DIALOG INFORMATION SERVICES
PLEASE LOGON:
 ******** HHHHHHHH SSSSSSSS?
Status: Signing onto Dialog
 ****
ENTER PASSWORD:
 ******** HHHHHHHH SSSSSSSS? ********
Welcome to DIALOG
Status: Connected

Dialog level 04.10.00D

Last logoff: 02jun04 13:52:33
Logon file405 14jun04 07:01:46
              *** ANNOUNCEMENT ***
                      ***
--File 654 - US published applications from March 15, 2001 to the
present are now online. Please see HELP NEWS 654 for details.

                      ***
--File 581 - The 2003 annual reload of Population Demographics is
complete. Please see Help News581 for details.

                      ***
--File 990 - NewsRoom now contains February 2004 to current records.
File 992 - NewsRoom 2003 archive has been newly created and contains
records from January 2003. The oldest months's records roll out of
File 990 and into File 992 on the first weekend of each month.
To search all 2003 records BEGIN 990, 992, or B NEWS2003, a new
OneSearch category.
                      ***
--Connect Time joins DialUnits as pricing options on Dialog.
See HELP CONNECT for information.
                      ***
                      ***
--SourceOne patents are now delivered to your email inbox
as PDF replacing TIFF delivery. See HELP SOURCE1 for more
information.
                      ***
--Important Notice to Freelance Authors--
See HELP FREELANCE for more information
                      ***
NEW FILES RELEASED
***MetalBase (File 36)
***AeroBase (File 104)
***DIOGENES: Adverse Drug Events Database (File 181)
***World News Connection (File 985)
***Dialog NewsRoom - 2003 Archive (File 992)
***TRADEMARKSCAN-Czech Republic (File 680)
***TRADEMARKSCAN-Hungary (File 681)
***TRADEMARKSCAN-Poland (File 682)
                      ***
UPDATING RESUMED
                      ***
RELOADED
***Toxfile (File 156)
***Medline (Files 154-155)
***Population Demographics -(File 581)
***CLAIMS Citation (Files 220-222)

REMOVED
                      ***

```
      >>> Enter BEGIN HOMEBASE for Dialog Announcements <<<
      >>>     of new databases, price changes, etc.       <<<
                        ****
COREFULL is set ON as an alias for 15,9,623,810,275,624,636,621,813,16,160,148,20.
COREABS is set ON as an alias for 77,35,593,65,2,233,99,473,474,475.
COREALL is set ON as an alias for COREFULL,COREABS.
SOFTFULL is set ON as an alias for 278,634,256.
EUROFULL is set ON as an alias for 348,349.
JAPOABS is set ON as an alias for 347.
HEALTHFULL is set ON as an alias for 442,149,43,444.
HEALTHABS is set ON as an alias for 5,73,151,155,34,434.
DRUGFULL is set ON as an alias for 455,129,130.
DRUGABS is set ON as an alias for 74,42.
INSURANCEFULL is set ON as an alias for 625,637.
INSURANCEABS is set ON as an alias for 169.
TRANSPORTFULL is set ON as an alias for 80,637.
TRANSPORTABS is set ON as an alias for 108,6,63.
ADVERTISINGFULL is set ON as an alias for 635,570,PAPERSMJ,PAPERSEU.
INVENTORYABS is set ON as an alias for 8,14,94,6,34,434,7.
BANKINGFULL is set ON as an alias for 625,268,626,267.
BANKINGABS is set ON as an alias for 139.
HEALTHALL is set ON as an alias for COREFULL,COREABS,HEALTHFULL,HEALTHABS.
INSURANCEALL is set ON as an alias for COREFULL,COREABS,INSURANCEFULL,INSURANCEABS.
RESERVATIONALL is set ON as an alias for COREFULL, COREABS.
OPERATIONSALL is set ON as an alias for COREFULL,COREABS,INVENTORYABS.
TRANSPORTALL is set ON as an alias for COREFULL,COREABS,TRANSPORTFULL,TRANSPORTABS.
ADVERTISINGALL is set ON as an alias for COREFULL,COREABS,ADVERTISINGFULL.
SHOPPINGALL is set ON as an alias for COREFULL,COREABS,ADVERTISINGALL,47.
INVENTORYALL is set ON as an alias for COREFULL,COREABS,INVENTORYFULL.
BANKINGALL is set ON as an alias for COREFULL,COREABS,BANKINGFULL,BANKINGABS.
PORTFOLIOALL is set ON as an alias for COREFULL,COREABS,BANKINGALL.
TRADINGALL is set ON as an alias for COREFULL,COREABS,BANKINGALL.
CREDITALL is set ON as an alias for COREFULL,COREABS,BANKINGALL.
FUNDSALL is set ON as an alias for COREFULL,COREABS,BANKINGALL,608.
* ALL NEW CURRENT YEAR RANGES HAVE BEEN * * *
* * * INSTALLED    * * *
*
SYSTEM:HOME
Cost is in DialUnits
Menu System II: D2 version 1.7.9 term=ASCII
                *** DIALOG HOMEBASE(SM) Main Menu ***

  Information:
   1.   Announcements (new files, reloads, etc.)
   2.   Database, Rates, & Command Descriptions
   3.   Help in Choosing Databases for Your Topic
   4.   Customer Services (telephone assistance, training, seminars, etc.)
   5.   Product Descriptions

  Connections:
   6.   DIALOG(R) Document Delivery
   7.   Data Star(R)

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    /H = Help              /L = Logoff         /NOMENU = Command Mode


Enter an option number to view information or to connect to an online
 service.  Enter a BEGIN command plus a file number to search a database
(e.g., B1 for ERIC).
?b corefull, coreabs

>>>          77 does not exist
>>>1 of the specified files is not available
      14jun04 07:02:35 User242933 Session D176.1
          $0.00    0.168 DialUnits FileHomeBase
     $0.00   Estimated cost FileHomeBase
```

```
      $0.20   TELNET
      $0.20   Estimated cost this search
      $0.20   Estimated total session cost   0.168 DialUnits


SYSTEM:OS  - DIALOG OneSearch
   File  15:ABI/Inform(R) 1971-2004/Jun 12
           (c) 2004 ProQuest Info&Learning
*File  15: Alert feature enhanced for multiple files, duplicate
removal, customized scheduling. See HELP ALERT.
   File   9:Business & Industry(R) Jul/1994-2004/Jun 11
           (c) 2004   The Gale Group
   File 623:Business Week 1985-2004/Jun 11
           (c) 2004 The McGraw-Hill Companies Inc
   File 810:Business Wire 1986-1999/Feb 28
           (c) 1999 Business Wire
   File 275:Gale Group Computer DB(TM) 1983-2004/Jun 14
           (c) 2004 The Gale Group
   File 624:McGraw-Hill Publications 1985-2004/Jun 11
           (c) 2004 McGraw-Hill Co. Inc
*File 624: Homeland Security & Defense and 9 Platt energy journals added
Please see HELP NEWS624 for more
   File 636:Gale Group Newsletter DB(TM) 1987-2004/Jun 11
           (c) 2004 The Gale Group
   File 621:Gale Group New Prod.Annou.(R) 1985-2004/Jun 14
           (c) 2004 The Gale Group
   File 813:PR Newswire 1987-1999/Apr 30
           (c) 1999 PR Newswire Association Inc
   File  16:Gale Group PROMT(R) 1990-2004/Jun 14
           (c) 2004 The Gale Group
*File  16: Alert feature enhanced for multiple files, duplicate
removal, customized scheduling. See HELP ALERT.
   File 160:Gale Group PROMT(R) 1972-1989
           (c) 1999 The Gale Group
   File 148:Gale Group Trade & Industry DB 1976-2004/Jun 14
           (c)2004 The Gale Group
*File 148: Alert feature enhanced for multiple files, duplicate
removal, customized scheduling. See HELP ALERT.
   File  20:Dialog Global Reporter 1997-2004/Jun 14
           (c) 2004 The Dialog Corp.
   File  35:Dissertation Abs Online 1861-2004/May
           (c) 2004 ProQuest Info&Learning
   File 593:KOMPASS Central/Eastern Europe 2004/Mar
           (c) 2004 KOMPASS Intl.
   File  65:Inside Conferences 1993-2004/Jun W1
           (c) 2004 BLDSC all rts. reserv.
   File   2:INSPEC 1969-2004/Jun W1
           (c) 2004 Institution of Electrical Engineers
*File   2: Alert feature enhanced for multiple files, duplicates
removal, customized scheduling. See HELP ALERT.
   File 233:Internet & Personal Comp. Abs. 1981-2003/Sep
           (c) 2003 EBSCO Pub.
   File  99:Wilson Appl. Sci & Tech Abs 1983-2004/May
           (c) 2004 The HW Wilson Co.
   File 473:FINANCIAL TIMES ABSTRACTS 1998-2001/APR 02
           (c) 2001 THE NEW YORK TIMES
*File 473: This file will not update after March 31, 2001.
It will remain on Dialog as a closed file.
   File 474:New York Times Abs 1969-2004/Jun 12
           (c) 2004 The New York Times
   File 475:Wall Street Journal Abs 1973-2004/Jun 11
           (c) 2004 The New York Times


     Set   Items   Description
     ---   -----   -----------
?s (inventory and travel and vacation and package and bundler)
        1154458   INVENTORY
        2433063   TRAVEL
         258679   VACATION
```

```
         2136278   PACKAGE
             729   BUNDLER
    S1         2   (INVENTORY AND TRAVEL AND VACATION AND PACKAGE AND
                   BUNDLER)
?type s1/3,9/all
```

1/9/1   (Item 1 from file: 16)
DIALOG(R)File   16:Gale Group PROMT(R)
(c) 2004 The Gale Group. All rts. reserv.

07323219   Supplier Number: 61949111   (THIS IS THE FULLTEXT)
NEXPO 2000 at the booths.(Brief Article)(Directory)
Santo, Jamie; Aiken, Jeffrey; Crosby, Josef
Editor & Publisher, pN10
May 1, 2000
ISSN: 0013-094X
Language: English   Record Type: Fulltext
Article Type: Brief Article; Directory
Document Type: Magazine/Journal; General
Word Count: 21319

1/3,AB/1   (Item 1 from file: 16)
DIALOG(R)File   16:Gale Group PROMT(R)

07323219   Supplier Number: 61949111
NEXPO 2000 at the booths.(Brief Article)(Directory)
Santo, Jamie; Aiken, Jeffrey; Crosby, Josef
Editor & Publisher, pN10
May 1, 2000
Language: English   Record Type: Fulltext
Article Type: Brief Article; Directory
Document Type: Magazine/Journal; General
Word Count: 21319

1/3,AB/2   (Item 1 from file: 148)
DIALOG(R)File 148:Gale Group Trade & Industry DB

12154700   SUPPLIER NUMBER: 61949111   (USE FORMAT 7 OR 9 FOR FULL TEXT)
NEXPO 2000 at the booths.
Santo, Jamie; Aiken, Jeffrey; Crosby, Josef
Editor & Publisher, N10
May 1, 2000
ISSN: 0013-094X   LANGUAGE: English   RECORD TYPE: Fulltext
WORD COUNT: 22344   LINE COUNT: 02086
?

```
?s (vacation (w) package) and bundler
         258679  VACATION
        2136278  PACKAGE
           4604  VACATION(W)PACKAGE
            729  BUNDLER
      S2      0  (VACATION (W) PACKAGE) AND BUNDLER
?s (vacation and package and bundler)
         258679  VACATION
        2136278  PACKAGE
            729  BUNDLER
      S3      3  (VACATION AND PACKAGE AND BUNDLER)
?type s3/3,ab/all
>>>No matching display code(s) found in file(s): 65, 593, 623-624, 810, 813
```

3/3,AB/1   (Item 1 from file: 15)

02027470 54183430
Setting the pace with solutions
Doster, Daniel; Roegner, Eric
Marketing Management v9n1 PP: 51-54 Spring 2000 ISSN: 1061-3846
JRNL CODE: MMA
WORD COUNT: 1812

ABSTRACT: In today's world of little inflation and stiff competition,
companies are looking for that extra edge to create distinctiveness and
raise margins and revenues. Many firms are positioning themselves as
providers of total solutions to their clients' needs, rather than as
providers of only physical or intellectual parts. As solutions providers,
companies expect to benefit by charging a premium for delivering
customer-specific value through uniquely integrated underlying parts.
Companies offering solutions consider these key factors for success: 1.
Learn what customers value most. 2. Understand and assess your core
competencies. 3. Refocus your organization to provide solutions.

3/3,AB/2   (Item 1 from file: 16)

07323219   Supplier Number: 61949111
NEXPO 2000 at the booths.(Brief Article)(Directory)
Santo, Jamie; Aiken, Jeffrey; Crosby, Josef
Editor & Publisher, pN10
May 1, 2000
Language: English   Record Type: Fulltext
Article Type: Brief Article; Directory
Document Type: Magazine/Journal; General
Word Count: 21319

3/3,AB/3   (Item 1 from file: 148)

12154700   SUPPLIER NUMBER: 61949111   (USE FORMAT 7 OR 9 FOR FULL TEXT)
NEXPO 2000 at the booths.
Santo, Jamie; Aiken, Jeffrey; Crosby, Josef
Editor & Publisher, N10
May 1, 2000
ISSN: 0013-094X   LANGUAGE: English   RECORD TYPE: Fulltext
WORD COUNT: 22344   LINE COUNT: 02086
?type s3/3,9/1

3/9/1   (Item 1 from file: 15)

Setting the pace with solutions
Doster, Daniel; Roegner, Eric

ABSTRACT: In today's world of little inflation and stiff competition,
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raise margins and revenues. Many firms are positioning themselves as
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providers of only physical or intellectual parts. As solutions providers,
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customer-specific value through uniquely integrated underlying parts.
Companies offering solutions consider these key factors for success: 1.
Learn what customers value most. 2. Understand and assess your core
competencies. 3. Refocus your organization to provide solutions.
TEXT: Companies that sell "solutions" to customers find the process both
challenging and profitable

IN TODAY'S WORLD of little inflation and stiff competition, companies are
looking for that extra edge to create distinctiveness and raise margins and
revenues. Many firms are positioning themselves as providers of total
solutions to their clients' needs, rather than as providers of only
physical or intellectual parts. As "solutions providers," companies expect
to benefit by charging a premium for delivering customer-specific value
through uniquely integrated underlying parts.

Self-styled solutions providers that sell something less risk sending the
wrong message to the market about their capabilities, and they risk harming
relationships with customers who don't get the solutions they expect. But
companies that thoroughly understand solutions can indeed break away from
the competition and charge a premium for their services. In the
automotive-supply industry, for example, solutions providers have enjoyed
annual sales growth of 19%, while their competitors (whose roles will be
defined below) have been limited to 9% to 12% annual sales growth. A factor
in the disparity is the advantage that solutions providers enjoy, derived
from the premium, as illustrated in Exhibit 1 (see pg. 52).
Conversations with companies offering solutions revealed what they are
doing in the solutions area and what they considered key factors for
success:

* Lear what customers value most:

* Understand and sss$ss your own core competencies.

* Decide what offerings make economic and operational sense for customers,
assess the risks, and calculate the potential results.

* Refocus your organization to provide solutions, and pay attention to
skills and knowledge, partnerships and alliances, pricing, and sales
strategies.

Understanding and acting on these factors can give a company the extra
leverage it needs to extract value from a solutions offering.

What Do Customers Want?

A solutions provider is one who packages and integrates components to
deliver a complex, turnkey solution that meets a specific business need.
This role most likely will make sense if the degree of packaging, or
"collecting the pieces," and the depth of integration, or "making the
pieces work together," are of comparable value to the customer. (See
Exhibit 2 on pg. 53.) For example, customers of a travel company that sells
"one-price," all-inclusive **vacation** packages might see great value in the

company's ability to collect the pieces (e.g., airline, hotel, and activities) and make them work together (e.g., payment, timing, and logistics).

If the task of "collecting the pieces" is more important, the supplier is better off serving as a " **bundler** " of components and charging for the components and bundling service. This would be the case if a customer perceived little value in integration tasks and were reluctant to pay a premium for them. A customer who might appreciate one-source shopping, for example, from an insurance company that bundles policy components (such as life, auto, and home), might not see much value in having those components integrated in any way.

HIBIT 1

Similarly, if "making the pieces work together" is much more valuable, the supplier is better off positioning itself as an "integrator" who "glues" together components provided by others; for example, a computer-software specialist who integrates a new program into an existing server.

The point is to match your customers' needs against what you offer and could offer. Your customers may think they get the best value when you simply sell them components, or they may be seeking different degrees of integration.

Companies that decide to offer solutions will need to add new skills and capabilities; they'll no longer just be moving products. Providing solutions will test their ability to envision, price, sell, and sustain complicated packages that can-and indeed, must-have lasting impact on a customer.

Understand Your Customers

So when do solutions work for customers? Again, customer perception is key. A winning solution has to give customers a perceived benefit that exceeds the value of what they can do for themselves, or what competing suppliers can do for them. A company must determine the potential value of a solution to a specific customer by putting numbers against the impact of its proposed solution. It also should break down the solution into measurable benefits, such as improved reliability, shorter lead times, and access to specialized skills. Those benefits can be measured as leading to revenue gains, cost savings, or strategic gains (e.g., helping a customer outpace competitors in industry impact or performance).

Some customers might decide to keep doing the job in-house. Others might be delighted to shift an activity to a solutions provider, and see cost advantages in doing so. The best candidates should see that the "one-price, one- **package** " approach not only makes sense, but also beats all other options. To reach that level of impact, a provider must understand the intricate details of a customer's needs and how the provider can meet them.

Consider one example in which a container-handling company's profit margin doubled as the company moved from making and selling equipment and trucks to offering freightmanagement solutions, assuming responsibility for a customer's overall logistics. The company succeeded because it knew the customer inside and out, including the ports and warehouses the customer used, its material-handling equipment, and metrics it used to assess its handling process (e.g., the rate at which containers were unloaded from ships and trucks). The company knew precisely how the customer could benefit and how it profitably could provide the solution.
Though it may seem simplistic to say it, it bears repeating to observe that offering solutions also must make economic sense for the provider. It must provide profits greater than those generated with existing offerings to customers. Moreover, even if a solution works for the first customer, it also must be duplicable across other companies or industries. If a solution cannot easily be applied beyond one company, then the risk of providing it increases sharply as a company absorbs initial development costs instead of spreading them across multiple solutions relationships.

And missteps can have severe consequences. Consider the case of a computer company that invested millions of dollars in a callcenter solution that encompassed software, hardware, professional services, and maintenance. Its downfall? The solution was too broad in scope and covered activities that customers wanted to do themselves. Then other software providers stepped in with partial, but efficient, solutions that met the customers' needs. The bottom line: Incremental revenues fell 90% short of what the initiative needed to proceed.

Companies need to realistically analyze their offerings and customer base, along with the revenue potential, risks, and breadth of solutions' application. Fortified with this knowledge, they can decide whether-and how-to offer solutions.
Taking the Right Steps

Solutions only can be as good as the com- i panies that offer them. The complexity of offering solutions is far beyond that of offering any single component, and companies must have the organizational structure, partners and alliances, and selling and pricing skills needed to consistently create and deliver such a multifaceted offering.

Decide on organizational structure. It's important to decide whether to set up solutions as a separate business unit, or make it part of an existing business unit. In most cases, a separate unit devoted to solutions shows better results. On its own, a solutions unit can follow its own goals, which might conflict with those of an existing unit. It can forge its own culture and sales methods, and it can have metrics and incentives geared to solutions, which can differ from those of a transaction-oriented business unit.

Assemble skills through partners, alliances, and acquisitions. A company can call on outside skills and knowledge to contribute to its solution; every element doesn't have to be sourced from within. Outside vendors can bring a high level of skills needed across such functions as solutions development and implementation, sales and marketing, and customer service.
HIBIT 2

Set prices with a solutions premium. We noted that companies turn to solutions as a way to raise their revenue. Whether that increase happens depends on how prices are set. Solutions pricing is totally unlike component pricing. In the latter, pricing is by the component or bundle, and customers can compare prices across different vendors. Overall, the value (or price) captured isn't more than the sum of the price of the parts. Solutions pricing, on the other hand, is based on the total value of meeting a customer's needs, reflecting both the tangible and intangible elements discussed previously, so customers don't see the prices of specific parts. Prices are specific to the customer, not to the component. The value captured exceeds the sum of the parts, and that's where the solutions premium resides.

Gear the sales team and approach to the solutions environment. The sales process for component specialists is usually "transactional," i.e., salespeople know the products and deliver them to price-sensitive customers quickly and efficiently. Solutions selling involves a much closer relationship between sellers and customers, developed through "consultative selling." Consultative sellers need to know how various elements contribute to the solution. They also can advise customers on installation and training, help customers understand their problems, issues, and opportunities, and demonstrate how the solution provides benefits. Communicating the rationale for the solutions premium is also part of the sales process.

Sales contracts reflect the consultative approach as well. Rather than listing components and prices, a solutions contract lists the value capture for each year of a contract, along with the metrics used to tell whether customers are getting their money's worth. Customers can see on a solutions contract how the provider is sharing risks and linking compensation to performance.

Continue Monitoring

When done right, solutions can move a company in exciting directions. Solutions providers have tighter relationships with customers and establish continuing revenue streams through multiyear contracts. Providers also separate themselves from the price wars and margin pressures rampant in the commodity segment of many industries. A provider can leave its competitors bidding against one another for customers who exercise price leverage over their vendors. As these competitors see their margins slip, they'll be looking for ways to either enhance returns or migrate to another business model. Companies that are out front as solutions providers will be well positioned with skills and customers when competitors try to catch up.

Authors' note: The authors wish to acknowledge the contributions of Amit Bhargava and Torsten Seifert to the research for this article. For more background on McKinsey's thinking on price issues, please see: Michael Marn and Robert Rosiello (1992), "Managing Price, Gaining Profit," Harvard Business Review, (September-October).

About the Authors

Daniel Doster is an alumnus of the Cleveland office of McKinsey & Company and had been co-leader of the firm's North American pricing practice.

Eric Roegner is a principal in the Cleveland office of McKinsey & Company and a leader of the North American pricing practice. He joined McKinsey in 1994 and has served clients in the computer, telecom, electronics, and automotive industries.

GEOGRAPHIC NAMES: United States; US
DESCRIPTORS: Solutions; Customer services; Guidelines; Marketing management ; Profitability; Competitive advantage
CLASSIFICATION CODES: 9190 (CN=United States); 9150 (CN=Guidelines); 7000 (CN=Marketing)
PRINT MEDIA ID: 10806
?